



From the Co-Chairs:

On behalf of the Transportation Vision 21 Task Force, we are pleased to present this summary of our Key Task Force Findings and Recommendations from the Task Force Report approved by the Task Force on December 13, 2001.

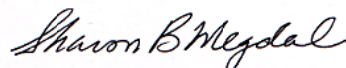
Arizona faces tremendous challenges and opportunities as we move into the 21st Century. Our State population is expected to grow by an additional 48% in the next twenty years. This growth will bring with it substantial increases in demand for the movement of goods and people throughout our State. We must prepare ourselves to meet this challenge and make the required investments in our transportation system.

After almost three years of work, the Task Force reached consensus on a variety of recommendations intended to improve our State's transportation system and position us to meet our future needs. The recommendations are broadly divided into four major categories that reflect the work of the Task Force.

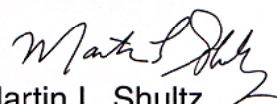
We undertook this project to ensure that Arizona will have an efficient, multi-modal transportation system that contributes to the overall quality of life of its citizens and meets the future transportation needs of our

entire State. The true test of Arizona's future transportation system will not be the cost of the system or the structure of its components, but rather how effectively and efficiently it moves people and goods from their origins to their destinations. We look forward to working to implement these important recommendations in order to accomplish this goal.

We would like to thank the members of the Task Force for their persistence and diligence throughout our process. We would also like to thank members of the public as well as state, regional, local and tribal planning agencies for their participation during our study and analysis.



Sharon B. Megdal, Ph.D.



Martin L. Shultz

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Key Task Force Findings and Recommendations

The Transportation Vision 21 Task Force has identified ten major recommendations to improve Arizona's statewide transportation system based on its studies and findings. The following section highlights the Task Force key recommendations and the findings that support those recommendations.

Reform and Improve Transportation Planning and Programming Processes

Task Force Findings:

- Performance-based planning and programming has been used effectively in other states including Washington, Colorado and Florida to maximize the effectiveness of limited transportation resources. Under performance-based planning and programming, specific proposed transportation system projects are evaluated on the basis of the effect the proposed project will have on the transportation of people and goods. The focus of the evaluation is outcome-based - how many additional people or how much additional freight will be transported from origin to destination, or how much faster, or how much safer.
- Performance-based planning and programming forces scarce resources to be directed at the most cost-effective and necessary transportation system improvements.

Major Recommendation One:

REQUIRE PERFORMANCE-BASED PLANNING AND PROGRAMMING

All transportation planning and programming organization within Arizona should be required to utilize performance-based planning and programming techniques.

Task Force Findings:

- Arizona needs an integrated long-range (at least twenty years) transportation plan. A twenty-year plan will identify the State's critical transportation needs including all modes of transportation as well as alternatives such as travel reduction programs and telecommunications.
- An integrated long-range plan will help focus scarce resources on the State's long-term needs rather than short-term political results.
- The long-range plan should facilitate Arizona's future, rather than direct it.

Major Recommendation Two:

DEVELOP AND ADOPT A LONG-RANGE STATEWIDE, MULTI-MODAL TRANSPORTATION PLAN

State law should require the State Transportation Board to adopt a long-range (minimum twenty years), statewide, multi-modal Transportation Plan.

Task Force Findings:

- There is a distinct gap in the coordination of land use plans among state, local and regional transportation plans.

- Effective land use planning can reduce commute travel demand. “Employment balanced” residential development is one example of land use planning that can reduce travel demand.

Major Recommendation Three:

COORDINATE LAND USE PLANNING AND TRANSPORTATION PLANNING

State, regional and local planning entities must increase coordination of their long-range, land use plans and their long-range transportation plans.

Enhance Transportation System Accountability and Responsiveness

Task Force Findings:

- There is a lack of verifiable and standardized data to measure how effectively transportation improvements and services are meeting our State’s existing and future transportation demands or needs.

Major Recommendation Four:

Establish Comprehensive Financial Management

ADOT should be required to establish a comprehensive financial management system encompassing all aspects of the state transportation system. The comprehensive system should include separate certifications of future, estimated revenues and future, estimate system costs as

reflected in the statewide twenty-year transportation plan. All transportation revenues (federal, state and local/regional) received by all state agencies should be included in the certification.

Task Force Findings:

- Mayors elected from individual cities control the Metropolitan Planning Organizations (MPO’s) within the State. This structure establishes an inherent conflict between the regional responsibilities of the MPO’s and the local responsibilities of each mayor. Locally elected mayors are obligated to represent the best interests of their constituents and must act accordingly. Therefore, regional plans and priorities are frequently evaluated on the basis of local impacts, rather than regional consequences.
- Establishing new regional transportation and land use districts—not bound to or limited by existing county or incorporated city boundaries—would enable development, implementation and operation of a multi-modal transportation system to meet regional transportation needs. The Districts would enable the large urban areas to:
 - 1) improve and maintain regionally significant transportation systems and services;
 - 2) ensure broad, regional land use compatibility; and
 - 3) address the regional impacts of development.



Major Recommendation Five:

Establish Urban Regional Transportation and Land Use Districts

Regional Transportation and Land Use Districts should be established in the large urban areas to address regional, multi-modal transportation requirements, land use compatibility and other regional impacts of development.

Task Force Findings:

- State law dealing with the State Transportation Board is outdated and limits the ability of growing urban and rural communities to submit the best candidates for the Governor's consideration for transportation board appointment.
- Currently Maricopa County has two of seven members of the Board (29%) although it has 60% of the State's population. Similarly, Pima County has one member (14%), although it has 16% of the State's population.

Major Recommendation Six:

Expand and Strengthen the Arizona Transportation Board

The Arizona State Transportation Board should be increased to nine members. Members would no longer represent specific geographic "districts," but would represent the State as a whole. Three members would be from Maricopa, one from Pima. Five members would be from the remainder of the state, but no more than one member would be from any one county.

In appointing members of the State Transportation Board, the Governor would consider individuals with a

wide variety of relevant knowledge and experience, including knowledge of roadways, mass transit services, aviation systems, freight movement, bicycle and pedestrian needs, and local, regional, statewide and tribal transportation issues.

Establish A Twenty-year Statewide Transportation System "Budget"

Task Force Findings:

- Arizona's current transportation system cannot handle the projected population growth and increasing travel demand. Arizona's population is projected to grow by 48% in the coming twenty years. During that same period, vehicle miles of travel in Maricopa County will increase by almost 60% and in Pima County by 50%.
- Fuel tax revenues and other monies in the Highway User Revenue Fund (HURF) are constitutionally restricted principally to roadway and bridge purposes. Greater flexibility must be a component of any new, dedicated transportation revenues.
- Based on a thorough review of current transportation programs and long-range transportation plans, the development of Arizona's first comprehensive, normalized transportation needs database and the establishment of guiding principles, the Task Force estimated the State's 20-year transportation system budget to be approximately \$61 billion.

The existing revenue sources are expected to generate only \$41 billion over the same period.

Major Recommendation Seven:

Increase Dedicated Transportation Revenues

Dedicated transportation revenues should be increased gradually over the next twenty years by approximately \$20 billion dollars, in constant year 2000 dollars, to meet the expected needs of Arizona's multi-modal, statewide transportation system. A series of gradual tax rate increases should be implemented throughout the twenty-year period.

The new transportation revenue system should emphasize sufficient flexibility to permit the allocation of revenues to the transportation system improvements identified through the performance-based planning and programming processes described above.

Increase Fuel Taxes

Fuel taxes are an effective user-based tax mechanism. State fuel taxes should be increased gradually over the next twenty years. The

initial increase of \$.05 per gallon should be enacted in Year 1 or as soon as possible. An additional \$.04 should be imposed in Year 4 and smaller \$.02 increases should occur in Year 9 and Year 14.

Establish A Dedicated Statewide Sales Tax

Sales taxes are an effective means of taxing general economic activity and are not subject to the constitutional restrictions on HURF revenues. A dedicated, statewide transportation sales tax surcharge should be phased-in, beginning with a 0.25% surcharge in Year 1, or as soon as possible, and an additional 0.5% surcharge is proposed in Year 5. The timing of implementation of the additional 0.5% surcharge should, if possible, coincide with the expiration of the Maricopa County Regional Area Road Fund (RARF) tax during FY2006.

Establish Dedicated Statewide Development Fees for System Expansion

Development fees are an effective means of assessing a portion of the costs of the new infrastructure to new development and are not subject to the constitutional



Transportation Vision 21 Task Force
Incremental Revenue Recommendation

Year	Incremental Fuel Tax Tax	Incremental Sales Tax	Development Fee	Typical Household Impact
1	\$0.05	0.25%	1%	\$90
2	\$0.04			\$142
5		0.50%		\$192
9	\$0.02			\$218
14	\$0.02			\$244
20-Year Revenues (billions)	\$5.67 28%	\$13.04 64%	\$1.57 8%	

Source: Wilbur Smith Associates



restrictions on HURF revenues. A dedicated, statewide development fee equal to 1 per cent of value should be enacted and imposed on all new commercial and residential development in the State. The revenues generated from the fee should be used exclusively for improvements to the state transportation system required to meet the increased transportation demand for moving goods and people associated with the development. This fee is distinct from the locally imposed fee recommended to deal with specific major developments.

Identify and Establish Transportation System Funding Priorities

Task Force Findings:

- State and national studies indicate that pavement preservation programs can extend the life of streets and highways and can avoid costly roadway reconstruction.
- Ongoing maintenance and repair of the 155-mile Maricopa Regional Freeway System will compete with other existing highway segments for scarce maintenance dollars.

Major Recommendation Eight:

PRIORITIZE SYSTEM PRESERVATION

The first priority for transportation revenues should be maintenance and preservation of existing, useful system assets.

Task Force Findings:

- Existing and future congestion on state and local roadways will hinder Arizona's economy and threaten the quality of life for our citizens and visitors.
- A variety of cost-effective, transportation system improvements could be implemented to enhance mobility and relieve congestion in growing urban areas, especially in the two large metropolitan areas.
- According to the Maricopa Association of Governments' transportation model, commuter trips represent 20% of total daily trips and 33% of the total daily vehicle miles traveled in the Maricopa County region. According to the Pima Association of Governments' model, commuter trips represent 19% of total daily trips and 19% of total daily vehicle miles traveled in the Pima County region. The model indicates that these percentages of commuter travel to total travel are not expected to change much over the next 25 years.

Major Recommendation Nine:

PRIORITIZE CONGESTION RELIEF AND COMMUTER SERVICES

The next highest priority for transportation revenues should be congestion relief, improving commuter services and reducing delays. A specific portion of state collected transportation revenues (in addition to local monies) should be dedicated to addressing existing and future commuter needs and congestion relief in all areas of the State.

Task Force Findings:

- A variety of cost-effective, transportation system improvements could be implemented to enhance mobility and relieve congestion in growing urban areas, especially in the two large metropolitan areas.

Major Recommendation Ten:

Implement Immediate and Obvious System Improvements

There are a substantial number of immediate and obvious improvements to the State's transportation system that should be immediately implemented. Most of these improvements can be most effectively implemented in the State's largest urban areas, although some have statewide applicability.

Some of these immediate and obvious improvements include:

- 1) Regional traffic light synchronization;
- 2) Limits on traffic light locations;
- 3) Expanded express bus service;
- 4) Expanded commuter vanpools;

and
5) Expanded incident management programs.

What Happens Next?

The Task Force approved its final report in December, 2001 for transmittal to Governor Hull for her review and action. Many of the Task Force recommendations may lend themselves to early implementation. Some will require more analysis and debate. While the immediate work of the Task Force is complete, the Task Force has indicated a strong commitment to assist with needed follow-up activity as requested by the Governor.

For a review of Task Force activity, please see the Transportation Vision 21 Task Force web site www.dot.state.az.us/vision21.



Transportation Vision 21 Task Force members with Governor Jane Hull at its December 13, 2001 meeting at which they approved their Final Report.

Statewide Transportation Issues Survey Highlights

In October 2001, Behavior Research Center, Inc. conducted a statewide transportation survey on behalf of the Task Force. The primary purpose of this effort was to determine the attitudes and opinions of residents regarding the Arizona's transportation system. The telephone survey was comprised of 1200 participants statewide, with a confidence level of 95%.

A sampling of highlights:

- Statewide, the two highest transportation spending priorities identified by respondents were:
 - Dial-A-Ride for the elderly and those with special needs (57%); and
 - Improving maintenance on major highways and freeways in the state (50%).
- Geographically, the survey showed that Pima County residents reveal particularly high interest in increasing the capacity of major streets while rural residents reveal particularly low interest in improving transit service or increasing High Occupancy Vehicle lanes. Further, commuters reveal particularly high interest in adding additional lanes on congested freeways in metro Phoenix and Tucson, adding more lanes on major highways and increasing the capacity of major streets.
- Key transportation routes in the state in rank order are Interstate 10 and Interstate 17.
- Nearly two-thirds (65%) of residents are either definitely or probably willing to spend additional tax dollars on transportation.

For detailed results of the Statewide Transportation Telephone Survey, call 602.712.7865 or visit the Task Force web site, www.dot.state.az.us/vision21.

Governor's Transportation Vision 21 Task Force

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